Concept Proposals – Voting and C[illegible] Status

Lt Col Russ Salley
Joint Staff / J7 Joint Concepts Branch
Joint Experimentation, Transformation and Concepts Division

7 Jan 2008

Concept Way Ahead

- Concepts under Consideration
- Concept Presentations
- Voting Procedures and Members
- CCJO Status and Way Ahead

Concepts under Consideration

- SOCOM
  - Counterinsurgency JIC
  - Foreign Internal Defense JIC
  - Unconventional Warfare JIC
- PACOM
  - Maritime Domain Awareness JIC
- TRANSCOM
  - Joint Assured Access JOC
- EUCOM
  - Disaster Response JIC
  - Energy Security JIC

Concept Presentations

- Briefers for each concept will be given 20-25 minutes for presentation and questions
- Floor will be open to all conference attendees to ask questions

Voting Procedures and Members

- One Vote per:
  - Combatant Command
  - Service (USA, USN, USMC, USAF, USCG)
  - J7/J8
  - Other previously identified agencies (OSD Policy, DTRA)
- Please confirm senior voting rep with J7 prior to tomorrow

Voting Procedures and Members

- Votes will be taken in C3030 on Thurs 0830-1000
  - Only Voting members and proposal sponsors may attend due to room size limitations
  - If others have issue they wish to address please see JETCD reps prior to meeting time

Voting Procedures and Members

Vote will be for one of the three following options:

1) Endorse the proposal(s) and endorse which type of concept is considered appropriate (JOC, JFC or JIC)

2) Defer the proposal (include reason) (scope needed refinement, more coordination with other concept authors was required to avoid redundancy, the concept needed further refinement in general, etc.)

3) Reject the proposal (include reason) (not needed; not future enough, lack of clarity, etc.)

Voting Procedures and Members

- All endorsed proposal authors will (likely) be requested to refine their proposals to include any JCSG comments before J7/JETCD staffs them out to the community via JSAP.
- The JCSG vote is a recommendation—the final decision to solicit DJS approval to incorporate the proposal within the JOpsC family will be left to the concept community. All proposals, whether endorsed or rejected by the JCSG, will be staffed out to the community with the JCSG recommendations, unless an authoring agency requests that its proposal not be considered at this time.

Capstone Concept for Joint Operations

JCDE Conference Status Brief

Joint Staff / J7
Joint Experimentation, Transformation and Concepts Division
Joint Concepts Branch
Major John "Speedy" Klein, USAF
8 January 2008

Joint Staff/J7/JETCD/703-693-6156

Purpose & Overview

Purpose

Provide an update on CCJO development to date and J7's proposed way ahead.

Overview

- **CCJO Writing Team**
- **Progress Summary**
- **CCJO 2.0 Assessment**
- **CCJO Logic**
- **CCJO Version 2.1 Outline**
- **Summary of Major Changes**
- **Military Problems**
- **Solution Development Logic**
- **CCJO Timeline**

Joint Staff/J7/JETCD/703-693-6156

CCJO Writing Team

Core Writing Team

Lead: JS/J7/JETCD

HQDA/G-3/5/7
USN/N5SC
USAF/A5XS
DASD/SO-LIC/FTR
USJFCOM/J9
USMC/MCCDC/G-3/5

JCDE Community Involvement

- Writing team participation (commitment to 1-2 events per month)
- Versions 2.1 and 2.3 distribution
- Version 2.4 AO-level review (not required)
- Version 2.5 Planner-level and Version 2.7 GO/FO review

Joint Staff/J7/JETCD/703-693-6156

CCJO Writing Team Progress

- **Have held three writing workshops to date.**

- **CCJO Writing Team has developed the Purpose, Scope, Military Problems sections, and the basic outline.**

- **Recently completed first round of Planner-Level Stakeholder Engagement and a Defense Adaptive Red Team Vector Check.**

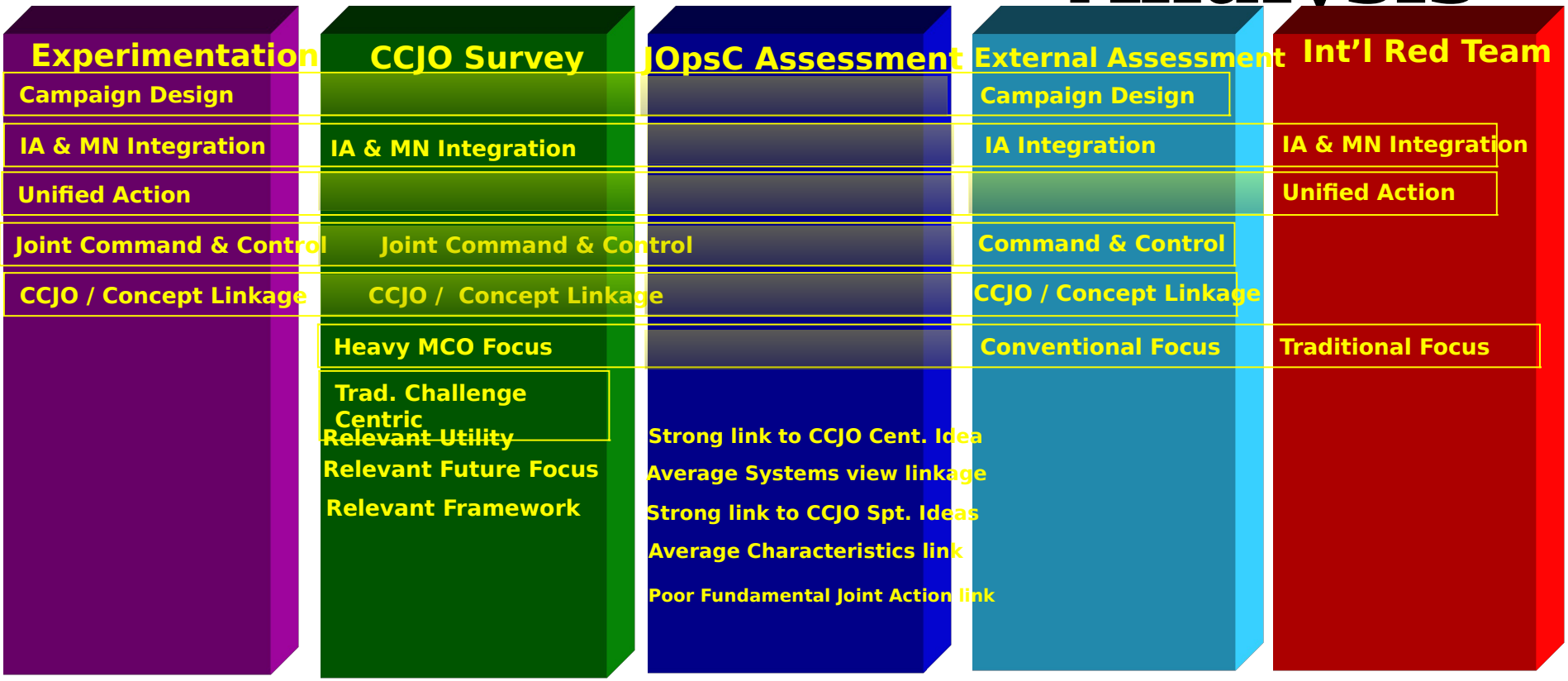
- **On track to brief the CJCS to receive updated guidance from the new Chairman. Briefing DJS on 14 Jan 08.**

- **Currently refining Version 2.1—second of twelve stages for the revision (Initial Analysis through Final Draft).**

- **Next *required* stage of the process is to provide an In Progress Review to the OPSDEPS that includes the Purpose, Scope, and Military Problems (scheduled for 28 Jan 08).**

Joint Staff/J7/JETCD/703-693-6156

CCJO 360 Analysis



JFCOM | J-7 Internal | J-7 Internal | IDA Studies; Concept Community | IDA Studies Element

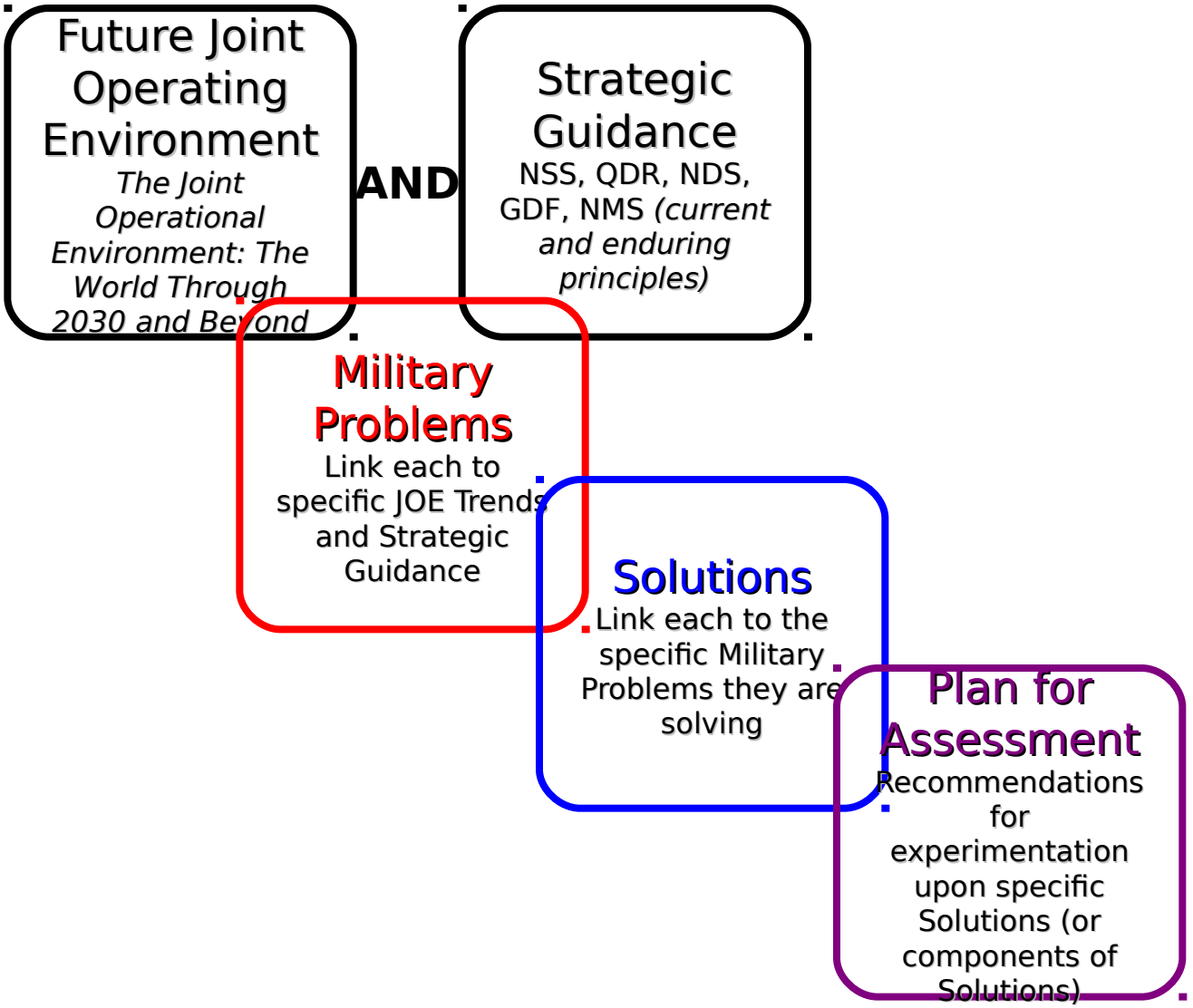
What are the Threads?

Key Insights from CCJO Assessment

1. Lacks clear integration of Interagency and Multinational aspects
2. Traditional challenge and Major Combat Operation-centric
3. Lacks focus on Joint Command and Control
4. Needs refinement of Unified Action concept/ideas
5. Subordinate concepts link inconsistently
6. Solution must be easily applied and assessed
7. Core framework is considered useful and relevant
8. Operational design elements (JP 5-0) need more illumination

Joint Staff/J7/JETCD/703-693-6156

CCJO Logic


Future Joint Operating Environment
The Joint Operational Environment: The World Through 2030 and Beyond
AND
Strategic Guidance
NSS, QDR, NDS, GDF, NMS (current and enduring principles)
Military Problems
Link each to specific JOE Trends and Strategic Guidance
Solutions
Link each to the specific Military Problems they are solving
Plan for Assessment
Recommendations for experimentation upon specific Solutions (or components of Solutions)

Summary of Major Changes

- **Focus on the logic and linkages (JOE & Strategic Guidance → Military Problems→Solutions→Assessment).**

- **Addition of paragraphs describing the CCJO's relationship to the Joint Strategic Planning System (JSPS), Joint Experimentation (JE), and the Joint Capabilities Integration and Development System (JCIDS).**

- **Utilization of a global trends framework to describe the future operating environment and to develop the military problems.**

- **Expansion of the strategic guidance section to illustrate the nesting with both current guidance and enduring elements of strategic guidance.**

- **This revision has identified multiple military problems (versus the single, catch-all problem in the current CCJO) in an attempt to provide Joint Force Commanders actionable military problems upon which they can orient their efforts.**

Joint Staff/J7/JETCD/703-693-6156

Summary of Major Changes (Cont.)

- **A "vector" that underpins the solutions. This vector discusses the importance of understanding the operational environment and offers an approach for how to think about the military problems before we begin solving them.**

- **Unified Action discussion has been removed out of the Scope paragraph and will be re-written as part of the Solution. Emphasis will be upon providing guidance on "how" to achieve UA rather than a discussion saying that we simply need it.**

- **Implications section will more clearly align to a DOTMLPF framework.**

- **Inclusion of a well-developed plan for assessment.**

- **Inclusion of an appendix that provides a summary of existing Joint Operations Concepts.**

Joint Staff/J7/JETCD/703-693-6156

Summarized Outline

Title Page
Table of Contents
Chairman's Forward
Summary of Major Changes
Executive Summary
1. Purpose
2. Scope
- **2.A. Methodology**
- **2.B. Joint Operations Concepts (JOpsC)**
  - **2.B.1. JOpsC Family**
  - **2.B.2. Relationship to JSPS**
  - **2.B.3. Relationship to JE and JCIDS**
- **2.C. Context**
  - **2.C.1. Future Joint Operational Environment (Global trends)**
  - **2.C.2. Strategic Guidance (NSS, QDR, NDS, GDF, NMS, enduring principles)**
- **2.D. Assumptions**

3. Military Problems
- **3.A. Assuring access to both the "global commons" and strategic areas of interest.**
- **3.B. Falling barriers to the acquisition of militarily significant technologies.**
- **3.C. Growing number and variety of relevant non-state actors including radical ideological groups, militant political movements, mercenaries, and insurgents.**
- **3.D. Growing complexity of the operational environment.**
- **3.E. Defending against an increasing number of threats to the Homeland.**
- **3.F. Shifting and growing demand for military employment within the range of military operations.**

Summarized Outline (Cont.)

4. Solutions
    - 4.A. Central idea
    - 4.B. Understanding the Military Problems
        - 4.B.1. How we think about the military problems is central to correctly identifying solutions
        - 4.B.2. Defining clear military problems amidst the VUCA (volatile, uncertain, complex, ambiguous) operational environment
        - 4.B.3. Foundational understanding of the unifying interests, common worldviews, ideologies, etc. that govern enemy behavior and frame politically distinct factions
        - 4.B.4. Capabilities-based/mission-focused
        - 4.B.5. Unified Action—Orienting capabilities upon the military problems through shared perceptions of common dangers
    - 4.C. Solutions (Proposed--Not yet developed by the Writing Team)
        - 4.C.1. Understand the Threat
        - 4.C.2. Prevent Conflict
        - 4.C.3. Mission-Focused
        - 4.C.4. Balanced Force
        - 4.C.5. Unified Action
        - 4.C.6. Expand Core Competencies into Emerging Domains/Environments
        - 4.C.7. Technological Investment
    - 4.D. Barriers to Solutions
5. Concept Risk and Mitigation
6. Implications
    - 6.A. DOTMLPF Implications
    - 6.B. Other Implications

Joint Staff/J7/JETCD/703-693-6156

Summarized Outline (Cont.)

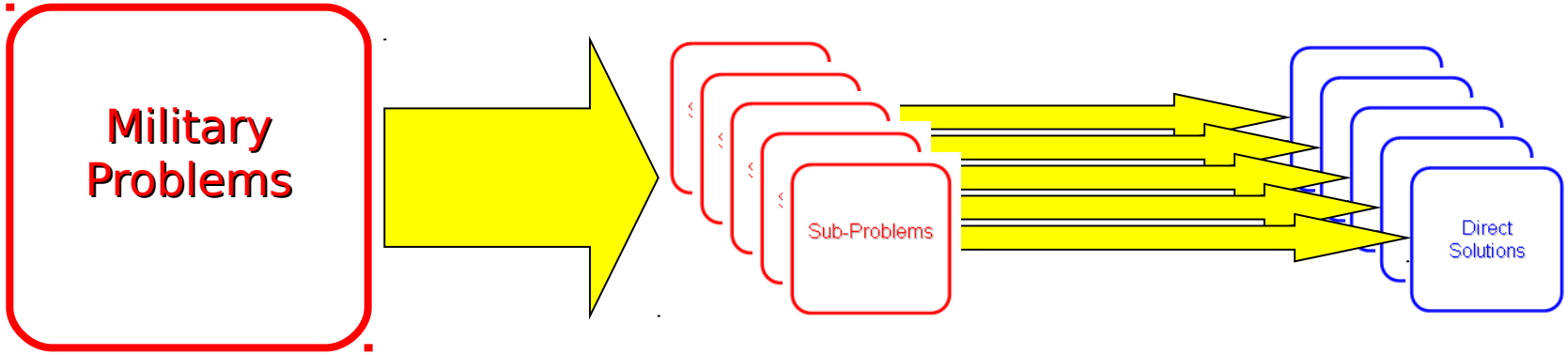
7. Appendices
   - 7.A. References
   - 7.B. Abbreviations and Acronyms
   - 7.C. Plan for Assessment
     - 7.C.1. Revision Effort Assessments
     - 7.C.2. Proposed Assessments (potentially utilize JFCOM's Lines of Experimentation Framework? Tier 1 JCAs?)
   - 7. D. Summary of Existing Joint Operations Concepts (Lead Paragraph)
     - 7.D.1. Joint Operating Concepts
     - 7.D.2 Joint Functional Concepts
     - 7.D.3. Joint Integrating Concepts
     - 7.D.4. JETCD Website
   - 7. X.

Joint Staff/J7/JETCD/703-693-6156

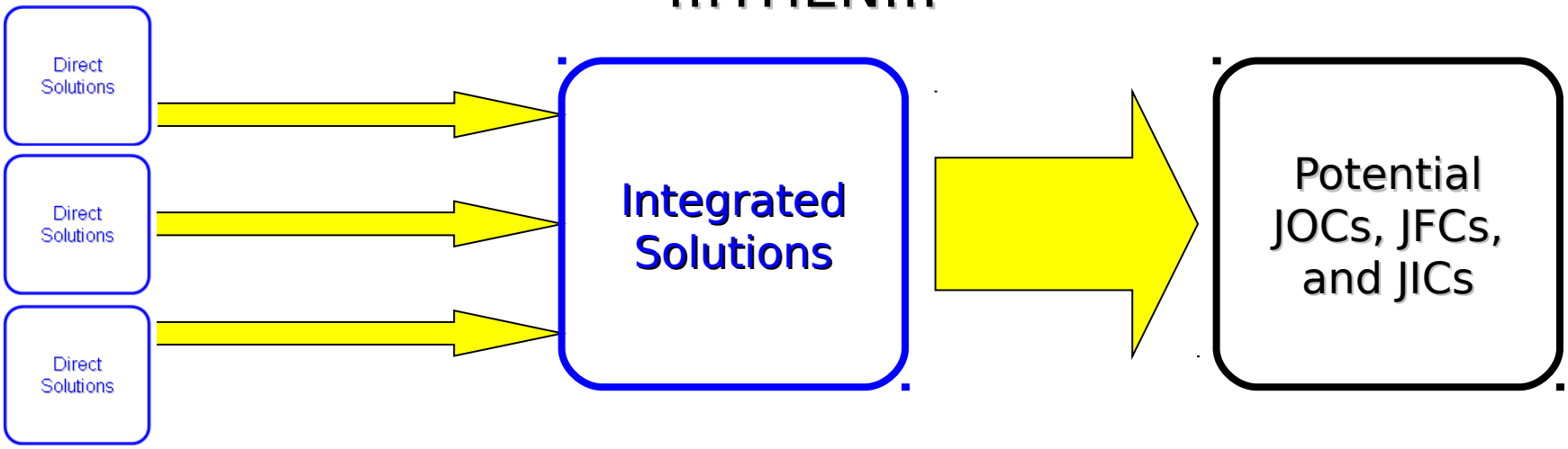
Military Problems

1. Assuring access
2. Militarily-significant technology
3. Relevant non-state actors
4. Growing complexity of the operational environment
5. Threats to the Homeland
6. Shifting and growing demand for military employment within the range of military operations

Solution Development Logic



...THEN...



Joint Staff/J7/JETCD/703-693-6156

CCJO Timeline CAO: 8 Jan 08

22-24 Oct 07	Writing Workshop (Draft Version 2.1: Scope, Purpose, Military Problem, Outline)
06 Nov 07	Senior Advisor List to JETCD Chief
07-08 Nov 07	Writing Workshop (Scope, Military Problem, Central Idea)
09 Nov 07	Senior Advisor Request to Hicks & Assoc.
27-28 Nov 07	Writing Workshop (Outline & Working Draft Review)
03-13 Dec 07	CCJO Planner-Level Engagement
06 Dec 07	Version 2.1 Complete (DART Vector Check Submission)
10 Dec 07	DART Vector Check Outbrief
18 Dec 07	DART Vector Check Feedback Workshop
7-11 Jan 08	JCDE/JCSG Conference (CCJO Events 8 & 11 Jan)
14 Jan	Brief DJS
15-16 Jan 08	Writing Workshop (Solutions)
TBD	Brief CJCS
28 Jan 07	OPSDEPS In Progress Review
30-31 Jan 08	Writing Workshop (Solutions)
12-13 Feb 08	Writing Workshop (Risks, Implications, Assessment)
29 Feb 08	Version 2.3 Complete
Mar or Apr	Limited Objective Experiment
3-14 Mar 08	DART/Advanced Service School Review
28 Mar-11 Apr 08	AO-level Review (Version 2.4)
25 Apr-09 May 08	Planner Review (Version 2.5)
23 May-06 Jun 08	GO/FO Review (Version 2.7)
Summer 08	JCSG (Version 2.9)
Post JCSG	OPSDEPS Brief (Version 2.9)
Post OPSDEPS	JCS Approval Briefing (Version 2.9)
TBD	IA/MN Workshop

Capstone Concept for Joint Operations

JCDE Conference Status Brief

Joint Staff / J7
Joint Experimentation, Transformation and Concepts Division
Joint Concepts Branch
Major John "Speedy" Klein, USAF
8 January 2008

Joint Staff/J7/JETCD/703-693-6156

Backup

Planner-Level Engagement Feedback

OSD(P)/ASD(SO/LIC)/Forces Transformation & Resources (Mr. Mark Gorenflo)

- **Must use language that OSD understands (DPS's, Trends & Shocks)**
- **Must address near peer competitor**

HQDA/G-3/5, Strategic Plans, Concepts, and Doctrine (COL Dan Klippstein)

- **Suggested some "Army speak" they would like to insert into the document**
- **Suggested we add "professionalization" as an emerging attribute of relevant non-state actors**

USAF/A5XS, "Skunk Works" (Lt Col Vince Alcazar)

- **Not revolutionary or edgy**
- **Much discussion regarding systems approach to understanding the operational environment**
- **Must address near peer competitor**

USMC, MCDDC, G3/5/7 (Col Doug King)

- **Support hybrid challenges perspective**
- **Offered their Foreign Liaison Officers to provide a multinational perspective**
- **Portray Unified Action as a mindset rather than simply coordination with IA/MN stakeholders**

Joint Staff/J7/JETCD/703-693-6156

Planner-Level Engagement Feedback (Cont.)

USJFCOM/J9 (Mr. Dave Ozolek)

- IW/MCO is not an either/or proposition; we will face hybrid combinations of challenges
- Military Problems are not comprehensive; must give a description of a coming global war
- Suggested the Plan for Assessment is a good place for the DPSs

HQTRADOC, Joint & Army Concepts Division (Col Don Lisenbee)

- Also struggling with the IW/MCO balance in their concepts
- Human dimension/cognitive terrain is becoming primary
- Need to have forward presence but for a different reason and at a smaller scale

Joint Staff/J7/JETCD/703-693-6156

DART Vector Check Feedback

Members:

Gen. Charles F. "Chuck" Wald, USAF (Ret.), L-3 Communications
Dr. Michele Flournoy, Center for a New American Security
Dr. James N. Miller, Center for a New American Security

General Conclusions:

- **Structure and logic good**
- **Less thematic approach and focus on specific military problems is good approach**
- **Apparent shift from the traditional warfare focus**
- **Low end of the spectrum of conflict is a greater threat to our nation than before**
- **Expand the Military Problem set to make it more comprehensive**
- **More resource-constrained in the future**
- **Unified Action is essential**
- **Strategic agility across the ROMO to be able to counter hybrid combinations of challenges**
- **Operational agility to transition between mission sets**
- **Broaden our focus with respect to understanding the threat**
- **Developing templates or fixed paradigms to understand the threat leads to an inability to adapt**
- **Acknowledge we *will* get things wrong; we must have the ability to adapt quickly when we do**
- **National security in the future will be more about *thinking* than fighting**

JETCD Assessment of DART Vector Check:

- **Got what we asked for (futurist/conceptual thinker look, logic/structure look, operator look)**
- **Inputs very valuable to the CCJO revision process**
- **Worth the money**

DART Vector Check Feedback

Dr. Flournoy Proposed Changes:

- Liked the less thematic approach to the military problems; we should do the same for the solution set
- Suggested we should expand the military problem set to make it more comprehensive
- What are the military options that we want to create or preserve for the President?
- Mine current CCJO for things to preserve (specifically, Sect. 4)
- Unified Action is essential; must be defined from multiple perspectives (Joint, Interagency, Multinational); should address both operating within the context of Unified Action and operating in an environment where it may not be present
- Building partnership capacity: 1. enabling partners to help us when needed 2. enable partners to help themselves so that we don't have to go into their areas in the first place
- We must have a flexible force with a mission that can rapidly move up and down the ROMO
- We should address scarce resources in the Risk Section
- Frame the military problems as a set of tensions or hard decisions

Joint Staff/J7/JETCD/703-693-6156

DART Vector Check Feedback

Gen Wald Proposed Changes:

- **Low end of the spectrum of conflict is a greater threat to our nation than before**
- **Cannot treat current shift of funding to manpower and consumables as a zero-sum equation; Must say that there will be an expansion to the required military capacity**
- **JIACG approach is important; address an interagency approach in the document; "How do you apply soft power in a less ad hoc way?"**
- **Need for a government-wide UCP?**
- **Chairman's intro is going to be critical for this document**
- **Good IA "hook" is building partnership capacity; some of the biggest challenges are the legalities of technology transfer; unable to help partners upgrade their systems fast enough to achieve interoperability; we must modernize at a pace that will enable our partners to keep up**

• **We have never predicted a conflict yet; this is something we might want to acknowledge in the CCJO**
• **We must be nimble across the ROMO**
• **May not have as much of a choice [time to deliberate] for selecting our military responses; we may not be able to do *time and place of our choosing***
• **We will be more resource-constrained in the future**
• **Cannot assume we will have everything we have had in the past**
• **CCJO should force some serious thinking about cyberspace and space issues**
• **Serious national security is not going to be about fighting—it will be about thinking**

Joint Staff/J7/JETCD/703-693-6156

DART Vector Check Feedback

Dr. Miller Proposed Changes:

- Concur with previous UCP/Unified Action comments
- Must be abreast of the upcoming "coherent USG approach" that the next Administration is going to have to deal with
- Liked the "adversary DNA" idea but suggested we need to broaden our focus with respect to understanding the threat
- We should include a ROMO chart
- Only military problems #1 (Access) and #5 (Shifting/Growing Demands within ROMO) are written as military problems; the rest of the problems are elements of the security environment; cannot reduce complexity, cannot reduce falling barriers to technology, and cannot reduce the number of relevant non-state actors
- Suggested we develop our military problems to better set up the description of our solutions
- IW will be part of hybrid warfare; there is a greater risk to our nation than in the past; we can afford the risk less than we could in the past
- We must not only have a flexible force that can move up and down the ROMO, but they must be agile within singular operations and be able to transition from one mission set to another
- The systemic thinking approach is better because it encourages broader thinking
- There are a lot of "yin/yangs" in the issues we are trying to address (e.g., prevent conflict-defeat adversaries; specialized forces-general purpose forces; operating with UA-operating without UA; etc.)
- Must acknowledge that we *will* get things wrong and we must have the ability to adapt when we do
- Our failure is that we assume we *can* understand the threat and this leads to an inability to adapt

Joint Staff/J7/JETCD/703-693-6156

Challenges on the Horizon

- **Growing requirement for ADJ7/AVDJ7 engagement (JFCOM, stakeholder socialization, periodic IPRs w/ JETCD)**

- **Increasing need for socialization of the revised CCJO (near term: pre-OPSDEPS IPR)**

- **COCOM involvement—shotgun out each version for comments**

- **Interagency/Multinational involvement—consultation without coordination**

- **LOE—requirement?, timing?, design?, funding?**

- **Adherence to the logic and structure**

- **Potential departure from current Campaign Plan Construct (i.e., JOCs no longer mapped to phases of a military campaign plan)**

Joint Staff/J7/JETCD/703-693-6156

Initial VDJ7 Guidance

On behalf of the DJ7, RADM Mauldin:

- **Core Writing Team is essential to success**
- **You are paid to represent your organization's equities**
- **Think Joint**
- **Buy in early and often**
- **Clear articulation is key to transforming concepts to capabilities for the warfighter**
- **We are willing to deal with controversy**
- **Proposed vector**

Personal thoughts:

- **Be revolutionary and "edgy"**
- **Focus on a logical, well-structured Version 3.0**
- **No one is "more equal"—<u>everyone</u> has an equal opportunity to submit and communicate ideas**
- **You are the guardians of the future joint force…your children's military**

JETCD Chief Introduction and Guidance

What you can expect from us:

- **Absolute commitment to this project**
- **Leadership and active facilitation**
- **Transparency and honest brokerage**
- **Protector of equal opportunity for all contributors**
- **Incorporation/synergy of group's ideas— "None of us is as smart as all of us."**

What we expect from you:

- **Unified Action—applies to the process as well as the concept**
- **Teamwork—work as one body of core writers**
- **No hidden agendas or parallel efforts**
- **Intellectual rigor—do your homework and come prepared**
- **Duke it out and compete your ideas—it will forge a better CCJO**
- **Tell us when we're naked and highlight issues early**
- **Support us as project lead**

Personal thoughts:

- **Version 3.0 is the goal—stay oriented upon that**
- **JETCD's #1 priority for the next year**
- **My personal commitment to CCJO 3.0**
- **Proposed vector**

UNCLASSIFIED

Joint Operations Concepts (JOpsC)

Strategic Guidance

Inform

Inform

Capstone Concept for Joint Operations (

Description of how the joint force will operate 8-20 years in the f

Revision 2008

Revised 2006

Joint Operating Concepts (JOC)

Operational design and effects

Operational Context

Revision on hold

Joint Functional Concepts (J

Functional capabilities

Support

1. Homeland Defense/Civil Support 2.0 (Oct 07)
2. Deterrence Operations 2.0 (Dec 06)
3. Major Combat Operations 2.0 (Dec 06)
4. Military Support to Stabilization Security, Transition and Reconstruction (SSTR) Operations 2.0 (Dec 06)
5. Irregular Warfare 1.0 (Sep 07)
6. Military Support to Shaping Operations 1.0 (in progress)

NEW!

1. Battlespace awareness 1.0 (Dec 03)
2. Command and Control 1.0 (Feb 04)
3. Force Application 1.0 (Feb 04)
4. Focused Logistics 1.0 (Dec 03)
5. Force Management 1.0 (Jun 05)
6. Net-Centric 1.0 (Apr 05)
7. Force Protection 1.0 (Jun 04)
8. Training 0.9 (JCB approved)

Joint Integrating Concepts (JIC)

Integrating tasks, conditions and standards

1. Global Strike (Jan 05)
2. Joint Forcible Entry Operations (Sep 04)
3. Joint Undersea Superiority (Jan 04)
4. Integrated Air and Missile Defense (Dec 04)
5. Seabasing (Aug 05)
6. Joint Logistics – Distribution (Dec 05)
7. Joint Command & Control (Aug 05)
8. Net-Centric Operational Environment (C
9. Persistent ISR (Mar 07)
10. Combating WMD (Dec 07)
11. Joint Urban Operations (Jul 07)

NEW!

Strategic Communications (in progress)

Governed by CJCSI 3010.02B, Jan 06

Joint Staff/J7/JETCD/703-693-6156

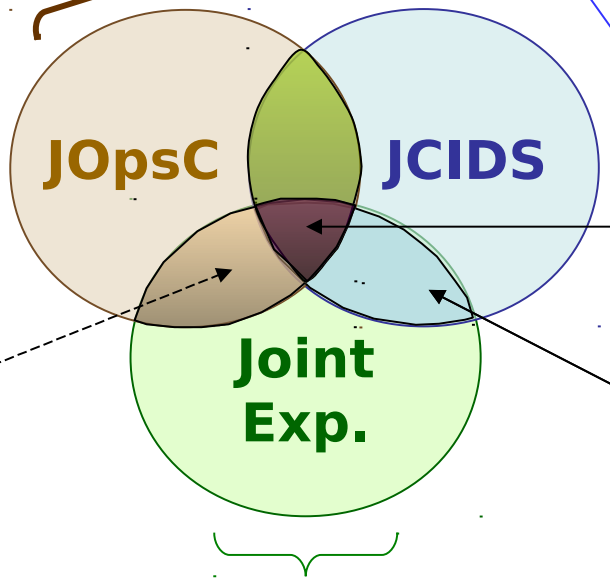
UNCLASSIFIED

Delivering Fully Informed Warfighting Capabilities

CJCSI 3010 – "…provides guidance for **joint concept development** and synchronizes the efforts of the joint concept community in the DoD capabilities-based approach to transformation."

Examples

- C2 JFC/JIC JCD
- DPS Scenario MSFDs
- Deterrence Plans
- HD/CS Strategy



CJCSI 3170 – "….identifying, assessing and prioritizing joint **military capability** needs as specified in title 10…"

Campaign Plan

CJCSI 3010 Revision will help provide rigor to the JE process

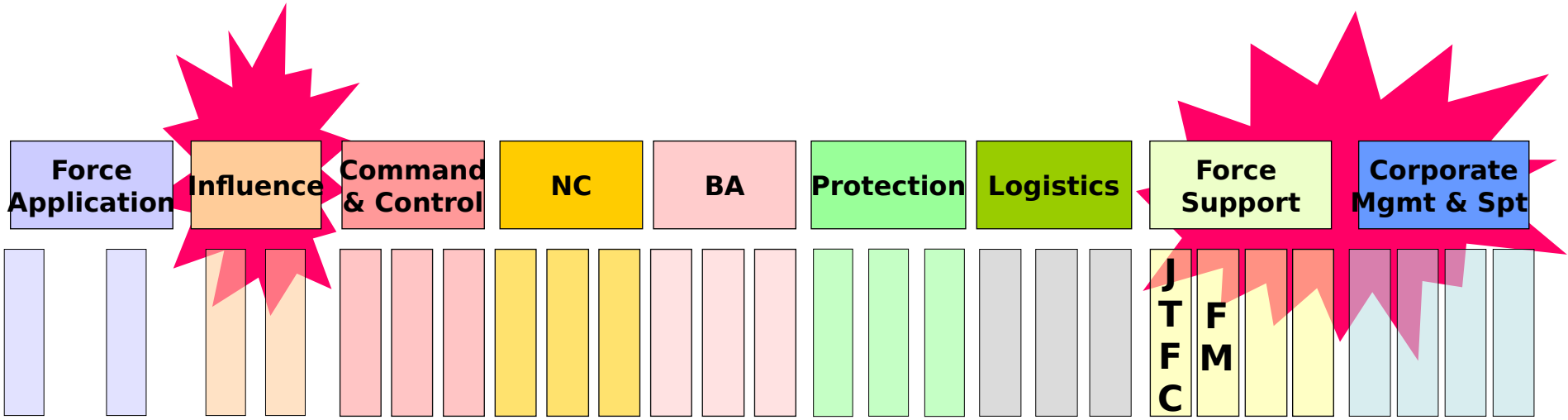
CBAs, DCRs, ICDs, CDDs CPDs JCDs

JE Process Guide

A 'How to' guide

"Concepts to Capabilities through Experimentation"

Incoming Tier 1 JCAs



Criteria

- Functionally decomposed
- 100% of DOD capabilities
- Uniform decomposition
- Maximize mutual exclusivity

Joint Staff J-7 To conduct JCA Decomposition Down to appropriate level

IRG ACP task 3.1.2: Use Top-Level JCAs for Capability Portfolios, establish business rules for binning resources

DAWG Action: Endorse Top-Level JCAs as Integrated Capability Portfolios

Joint Staff/J7/JETCD/703-693-6156

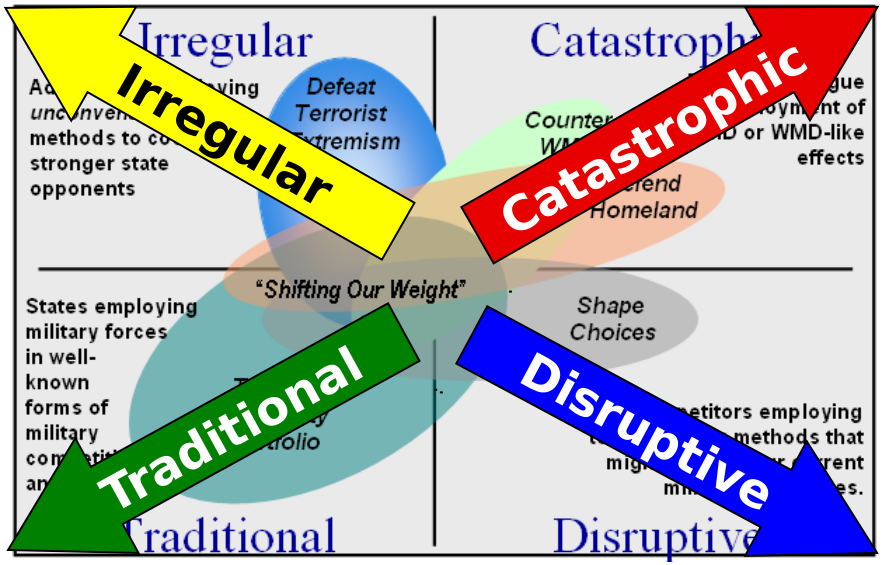
Concept Summary

Our proposed vector orients our efforts in defining the military problem and offering conceptual solutions to future Joint Force Commanders facing the volatile, uncertain, complex, and ambiguous security environment of the future. It proposes the development and application of capabilities based on a foundational understanding of the unifying interests, common worldviews, ideologies, etc. that govern enemy behavior and frame politically distinct factions.

Our template—a "capabilities-based/threat-focused" approach—forges complementary strategies and concepts and seeks close coordination with Interagency and Multi-National partners through the shared perception of a "common danger." We must look beyond behavioral manifestations to governing elements of enemy behavior—its genetic code—to produce a more comprehensive understanding of the security environment that will allow us to achieve victory more decisively. Through studied analysis, we seek to develop innovative capabilities and technologies, minimize unnecessary redundancy, enhance interoperability, and align our forces to achieve unified action. Our endstate is a joint force designed, manned, and equipped to fight and win alongside our intergovernmental and international partners, against any adversary employing any combination of

Next-Level Paradigm

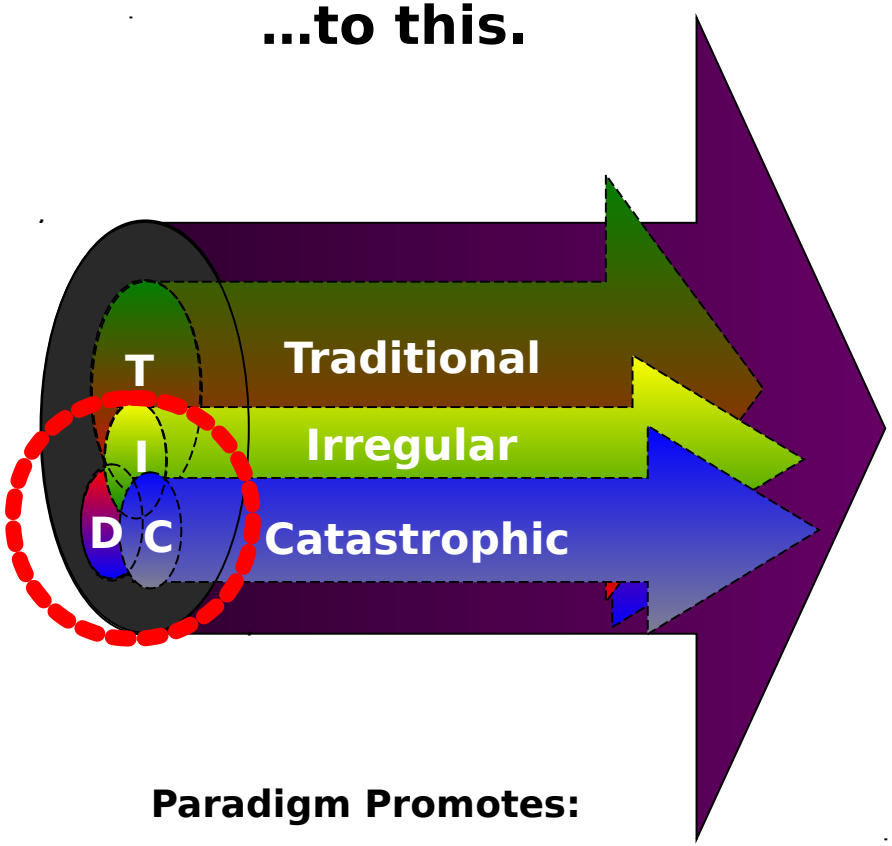
From this…



Effects:

- **JOE describes 4 "alternative futures"**
- **Competing orientations**
- **Disparate efforts**
- **Bomb burst of activity**

…to this.

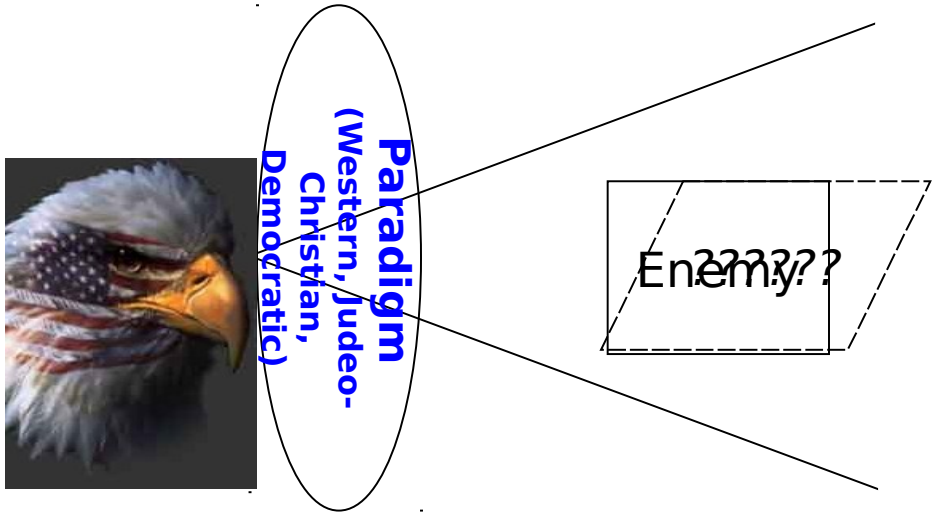


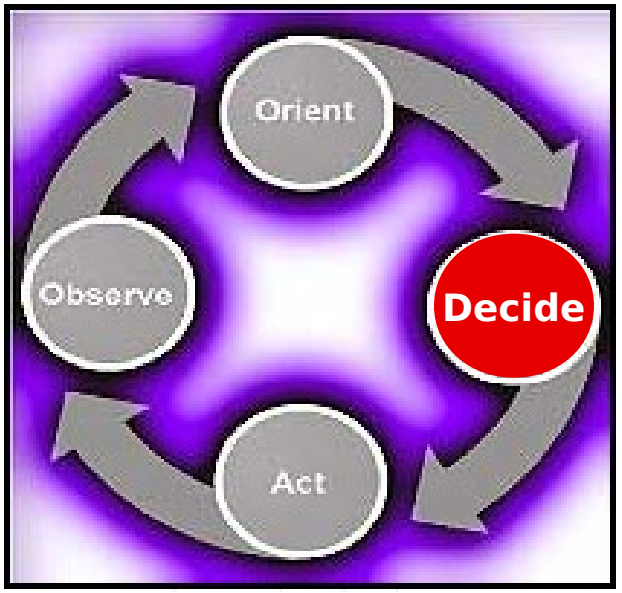
Paradigm Promotes:

- **Coherent orientation & unity of effort**
- **Holistic perspective of the OE**
- **Quantitative and qualitative overmatch**
- **Clarity of purpose**
- **Complementary plans and**

Joint Staff/J7/JETCD/703-693-6156

Inclination



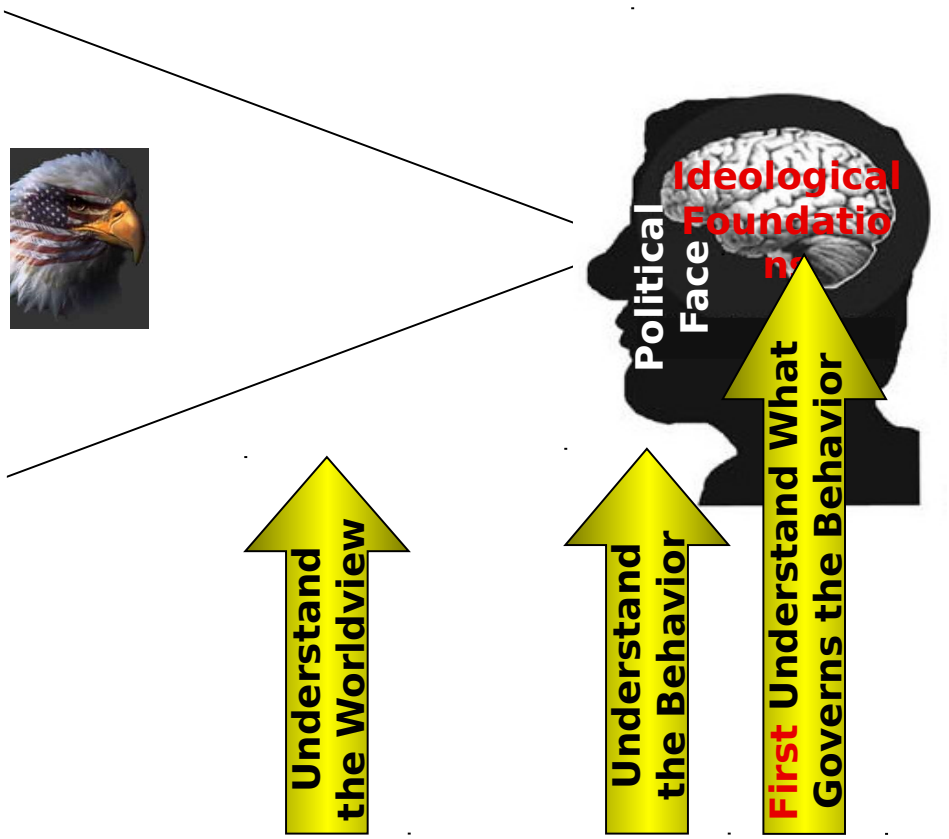


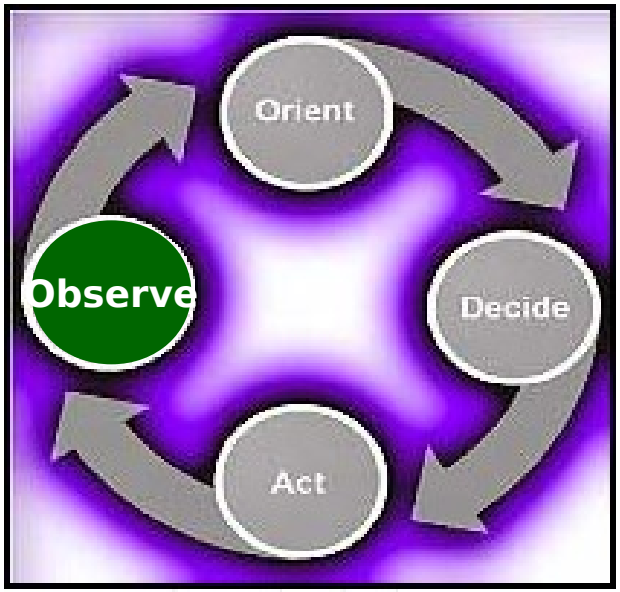
John Boyd's OODA Loop

I say you need to get out and <u>read what our enemies have said</u>. Remember Hitler. Remember he wrote Mein Kampf. He said in writing exactly what his plan was, and <u>we collectively ignored</u> that to our great detriment. Now, our enemies have said publicly on film, on the Internet their goal is to destroy our way of life. No equivocation on their part."

General Peter Pace, December 2005

Paradigm Shift





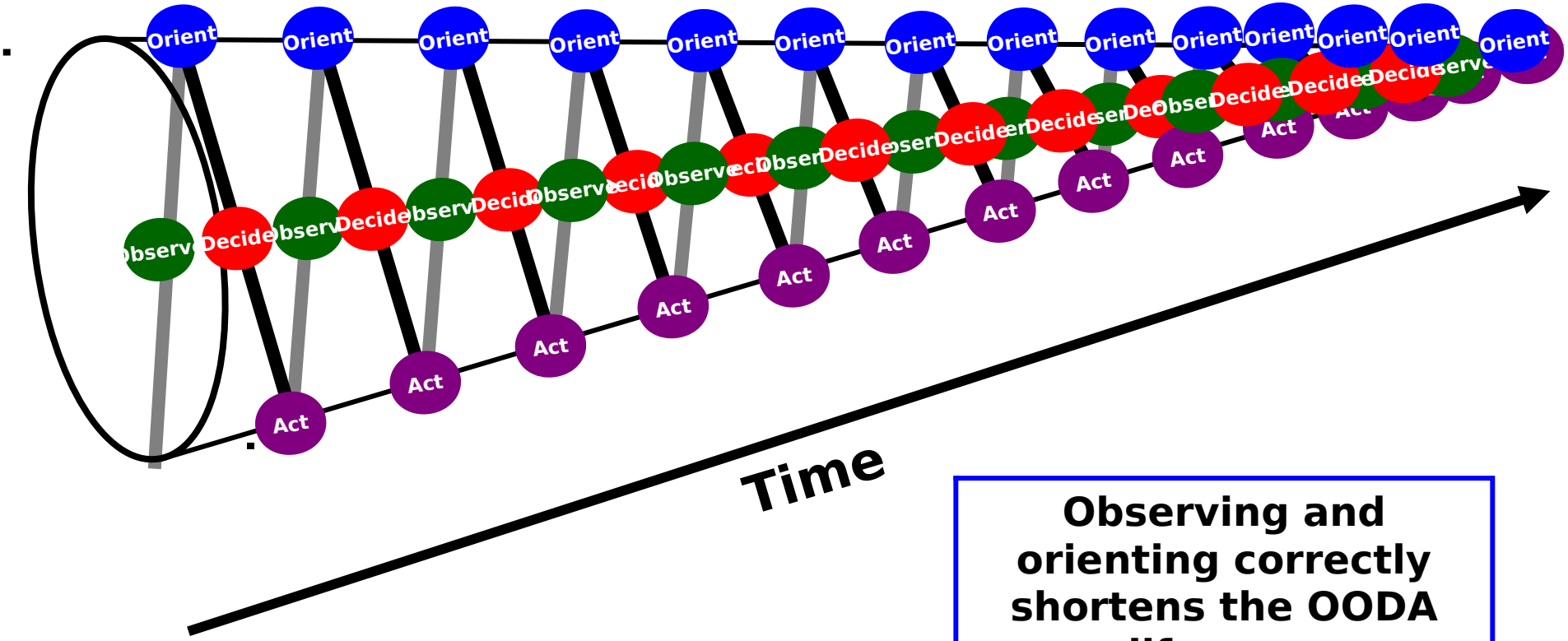
John Boyd's OODA Loop

The purpose of standing on the enemy's side of the hill is not an altruistic one. It concerns making the effort to map an alternative worldview in order to defeat one's adversary. Such a map can provide a degree of understanding, or at the least, the context within which one can judge an adversary's decisions and anticipate his future actions.

Kevin M. Woods, March 2007

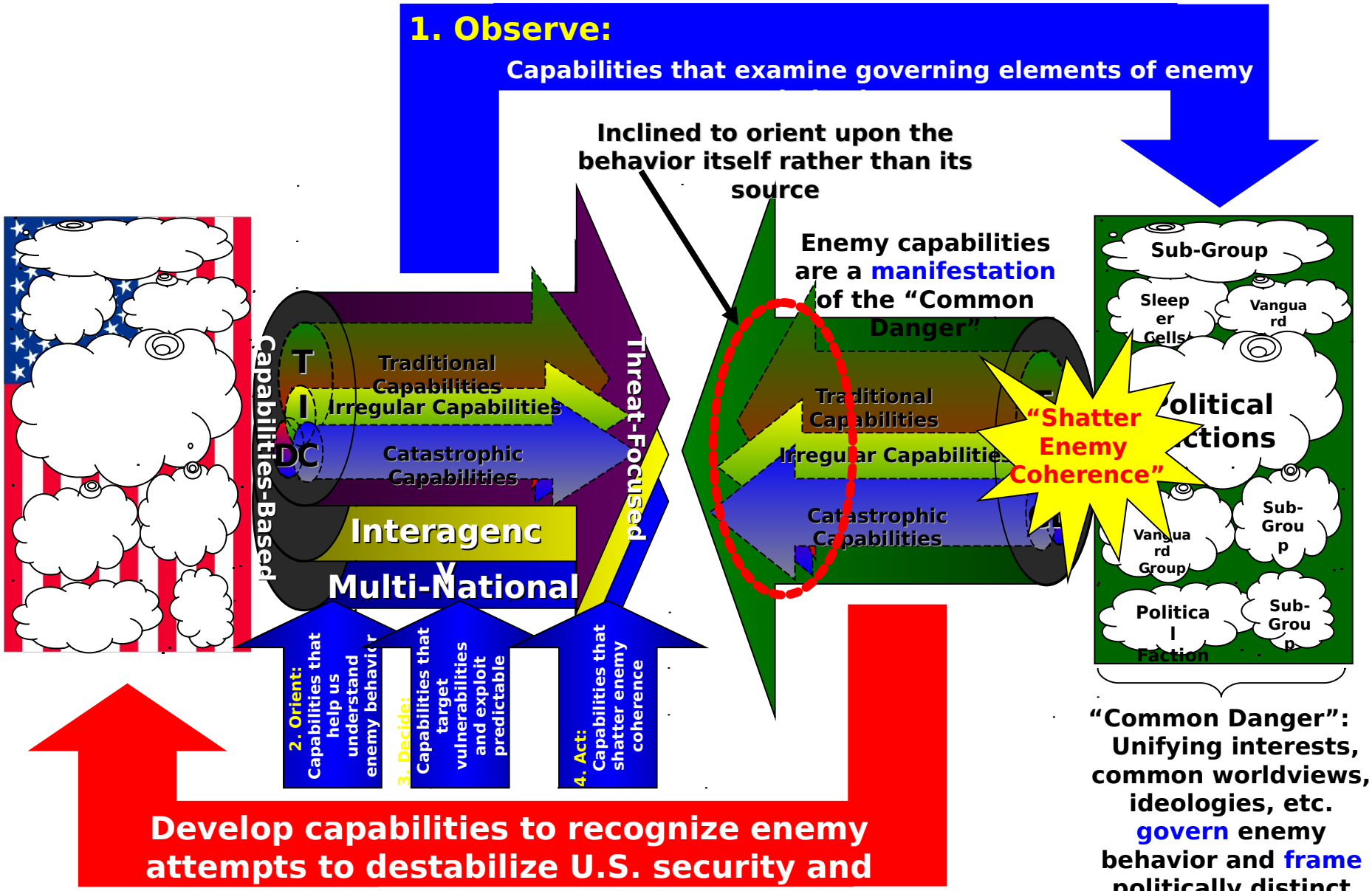
Operational and Strategic Insights from an Iraqi Perspective

OODA Over Time



Observing and orienting correctly shortens the OODA lifespan.

Concept Template



Joint Staff/J7/JETCD/703-[illegible]-6156